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Programme planning

Proposed strategic framework for the period 2018-2019

Part two: biennial programme plan

Programme 15
Economic and social development in Africa

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Overall orientation

15.1 The overall purpose of the biennial programme plan is to promote inclusive and sustainable economic and social development in support of accelerating Africa's structural transformation. This is in line with the priorities and vision articulated in the African Union's Agenda 2063: The Africa We Want, the New Partnership for Africa's Development (NEPAD) programme and the internationally agreed development goals, including those contained in the 2030 Agenda for Sustainable Development (General Assembly resolution 70/1), the Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Assembly resolution 69/313, annex) and the outcomes of other major United Nations conferences and international agreements concluded since 1992.

15.2 At the twenty-fourth ordinary session of the Assembly of the African Union, held in January 2015, the Heads of State and Government of the African Union adopted Agenda 2063: The Africa We Want. Agenda 2063 Africa's development trajectory for the next 50 years. It is a forward-looking continental framework founded on the African Union's vision of an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the global arena.

15.3 Agenda 2063 represents the region's guiding framework for the implementation of the 2030 Agenda for Sustainable Development. In addition, the Addis Ababa Action Agenda of the Third International Conference on Financing for Development is an integral part of and contributes to the means of implementation articulated in the 2030 Agenda. The three initiatives are therefore mutually reinforcing.

15.4 The prime mandate for the programme derives from Economic and Social Council resolution 671 A (XXV), by which the Council established the Economic Commission for Africa (ECA). Further mandates have emanated from the African Union and the outcomes and decisions of major global conferences and summits, including the United Nations Conference on Sustainable Development, held in 2012.

15.5 The resolutions adopted at the forty-eighth session of ECA, held in Addis Ababa in March 2015, also form the basis for the present biennial programme plan. They include the Commission's resolution 928 (XLVIII), entitled "Implementing Agenda 2063: planning, mobilizing and financing for development"; resolution 929 (XLVIII), on the Third International Conference on Financing for Development; resolution 930 (XLVIII), on the African Regional Forum on Sustainable Development; resolution 931 (XLVIII), on a data revolution and statistical development; resolution 934 (XLVIII), on the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014-2024; and resolution 935 (XLVIII), on least developed countries in Africa.

15.6 Many African economies have been growing steadily over the first 15 years of the millennium, with remarkable progress made in advancing economic and social development, including progress towards meeting some of the targets of the Millennium Development Goals by 2015. Average gross domestic product growth accelerated from 3.7 per cent in 2013 to 3.9 per cent in 2014, which is relatively good in global terms, albeit still far below the double-digit growth needed for structural transformation.

15.7 Africa's growth was largely underpinned by private consumption and gross capital formation, supported by improved governance and macroeconomic management; continued urbanization; a still-rising middle class that is driving aggregate demand; increasing trade and investment ties with emerging economies; and recent positive developments in the area of regional integration and trade partnerships in the region.

15.8 Although the medium-term economic outlook for the continent remains favourable, there are risks that could adversely affect its growth prospects, such as the fall in the price of oil and other commodities, the slow economic recovery in developed countries, tighter global monetary policies, weather-related shocks, and political instability in some African countries.

15.9 The current pattern and quality of growth in the region leave large segments of the population trapped in poverty and vulnerability, particularly in rural areas and on the outskirts of growing cities. The deep, persistent and enduring inequalities across the continent have economic, social and political consequences as well. Over the long run, those consequences risk undermining economic growth, productivity and the development of markets. They weaken confidence in Governments and institutions and create conditions for open conflict and social unrest, as the recent experience of some African countries has shown. Ultimately, the objective is to ensure that public policies reach out to those remaining behind in order to reap the expected benefits of the region's demographic dividend and advance gender equality and the economic empowerment of women.

15.10 In order for Africa to grow and transform, the structural transformation and diversification of its economies through industrialization is imperative. The current merchandise export structure, dominated by raw and unprocessed commodities, is not conducive to the envisaged level of development. Increasingly, there is consensus regarding the urgent need to ensure that growth is sustainable and inclusive and that the sources of growth are diversified to reduce the vulnerability of African economies to internal and external shocks such as global consumption shocks, financial, economic and debt crises and the impact of climate change. In this regard, appropriate policies that promote inclusive growth, productivity enhancement and structural transformation through industrialization, value addition, export diversification and regional integration remain paramount. African economies will also require improvements in terms of managing the public sector, mobilizing domestic resources, combating illicit financial flows and reforming tax policies.

15.11 Implementation of the 2030 Agenda for Sustainable Development and Agenda 2063 will require the raising of awareness as well as strengthening of the capacities of planning agencies to integrate the initiatives into national planning frameworks and the identification of innovative financing and means of implementation, including the mobilization of domestic resources and the leveraging of external financing. Finally, a data revolution will constitute the lifeblood of the follow-up and review process and will require resources and strengthened capacities for data collection, storage and analysis grounded in robust statistical systems.

15.12 On the basis of the foregoing analysis, and with due consideration for the development context shaping the region and the Commission's key mandates, ECA is positioning its programmatic orientation in terms of the continuity of the work

that it carried out in the biennium 2014-2015, with enhancements to effectively support the implementation and follow-up of the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda and Agenda 2063.

15.13 The programmatic enhancement will require a focus on the following seven interrelated areas in support of the Agenda 2063and its first 10-year implementation plan (2013-2023): (a) strengthening the capacities of member States, regional economic communities and the African Union Commission to ensure coherence, consistency and coordination across the African development goals; (b) integrating Agenda 2063 and the African development goals into national planning and fiscal frameworks; (c) strengthening capacities for the follow-up and review of Agenda 2063 and the African development goals; (d) strengthening the statistical systems of member States; (e) identifying and promoting the financing of Agenda 2063 in terms of domestic and external resource mobilization, including addressing illicit financial flows; (f) leveraging science, technology and innovation; and (g) leveraging South-South and regional partnerships.

15.14 The Commission's overall strategy for achieving the objectives of the programme will continue to be centred on nine interdependent and complementary subprogrammes, as follows: Macroeconomic policy; Regional integration and trade; Innovations, technologies and management of Africa's natural resources; Statistics; Capacity development; Gender and women in development; Subregional activities for development; Development planning and administration; and Social development policy. Special efforts have been made to ensure that the gender mainstreaming strategy of the Commission is reflected throughout the nine subprogrammes of the present biennial programme plan.

15.15 The Commission's strategic objectives are to achieve a higher level of policy influence in support of Africa's transformation agenda; to earn greater credibility and trust through the production of high-quality, evidence-based and "good-fit" policy research and knowledge delivery services; to enhance its accountability mechanisms and deepen the learning culture across all streams of work at the Commission; and to strengthen its operational effectiveness in order to better support the timely delivery of its knowledge production and capacity development services.

15.16 The modalities for implementation will include a combination of policy research to generate knowledge, advocacy and consensus-building, advisory services and technical cooperation. ECA will deliver those services through economic and social analyses and the preparation of reports to monitor and track the progress of Africa on global and regional commitments; the formulation of policy recommendations, guidelines and standards to support policy dialogue; the organization of policy dialogue to facilitate consensus-building and the adoption of common regional positions on key issues; and the provision of technical assistance and capacity-building in the form of advisory services and training to disseminate best practices. The Commission will continue to ensure the high quality and impact of its outputs by strengthening its quality assurance processes in accordance with its quality assurance policy.

15.17 Strategic partnerships will continue to be central to the implementation of the programme. In line with its partnership strategy, ECA is leveraging its comparative strengths to engage a wide range of partners from within and outside the United Nations system in order to maximize the impact of its work. To that end, the

Commission will continue to be involved in the work of the Executive Committee on Economic and Social Affairs as the main vehicle for ensuring policy and operational coherence in United Nations development activities, as well as enhancing collaboration with United Nations Development Group entities. Inter-agency coordination and collaboration among United Nations agencies working in Africa will continue to be strengthened through the regional and subregional coordination mechanisms of the agencies convened by ECA in support of the African Union and its NEPAD programme at the regional and subregional levels, and the United Nations-African Union partnership on Africa's integration and development agenda for 2017-2027. At the national level, ECA will work closely with the United Nations resident coordinator system to exploit the inherent strengths of the agencies, funds and programmes.

15.18 ECA will continue to build on its existing partnerships with the African Union, the African Development Bank and other regional and subregional organizations, as well as with universities, think tanks, other research institutions, civil society and private sector organizations. In addition, ECA will continue to work closely with other regional commissions to develop joint initiatives and inputs with a view to strengthening the regional dimension in global development.

15.19 As part of its continuing efforts to enhance organizational and development effectiveness and impact, ECA has put in place a programme accountability framework, including an executive performance management dashboard as well as an evaluation policy. Both have been designed to review progress and achievements in a results-based environment, which is now fully institutionalized in ECA programming and evaluation processes. In this regard, the logical frameworks under each subprogramme have been reviewed and refined to make the indicators of achievement more measurable and to reflect the strategic orientation of the Commission.

Subprogramme 1
Macroeconomic policy

Objective of the Organization: To accelerate economic transformation and inclusive development in Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced capacity of member States in forecasting and macroeconomic analysis and in the design, implementation and monitoring of development plans and strategies that promote inclusive growth, sustainable development and structural transformation	(i) Increased number of member States that rate the Commission's forecasting models, planning tools and knowledge products as "useful" or "very useful" in the design and implementation of macroeconomic policies and plans for inclusive growth and structural transformation
	(ii) Increased number of member States that ECA assists in integrating and implementing the internationally agreed development agenda in their development planning and policy frameworks

(b) Enhanced capacity of member States to accelerate private sector development and mobilize domestic and external resources for structural transformation and inclusive growth and sustainable development	(i) Increased number of member States that rate ECA support for the development of policies on domestic and/or external resource mobilization and private sector development as "useful" or "very useful"
(c) Enhanced capacity of member States to adopt improved economic governance, public sector management and service delivery	(i) Increased number of member States that rate ECA support for the development of policies for improved economic governance and public sector management as "useful" or "very useful"

Strategy

15.20 The responsibility for implementing the subprogramme lies with the Macroeconomic Policy Division. The subprogramme will generate knowledge in order to enhance the capacity of member States in the areas of development planning, forecasting and macroeconomic analysis, economic governance and finance, and private sector development. It will build synergies with pan-African institutions and other partners to support accelerated economic transformation that is inclusive and gender-sensitive in the context of Agenda 2063, the 2030 Agenda for Sustainable Development and other relevant development initiatives such as the Istanbul Programme of Action.

15.21 The subprogramme will provide technical assistance and support to member States. The strategy will focus on strengthening capacity to: (a) integrate the biennial programme plan into national planning frameworks; (b) strengthen policy analysis and evidence-based policymaking; (c) strengthen the follow-up and review of regional and global development frameworks; (d) facilitate the design of an effective institutional architecture; and (e) strengthen the forecasting of key development indicators such as macroeconomic policy variables to support the development planning efforts of member States.

15.22 The subprogramme will also focus on mobilizing domestic and external resources and enhance the role of the private sector to foster economic growth, create wealth and reduce inequality. Emphasis will be placed on promoting investments and strengthening the financial sector by improving the governance structure and regulatory and institutional frameworks of financial institutions. Public-private partnership arrangements will also be examined with a view to assisting member States in formulating appropriate policies and incentives to attract private sector investments. In addition, evidence-based policy research will be produced to support the efforts of member States to further the development of small and medium-sized enterprises.

15.23 To support the efforts of member States to revive planning, the Division will undertake normative and analytical work on development planning. Research will be geared towards supporting African countries in the design, implementation and follow-up of national planning frameworks.

15.24 The strategy will ensure that Africa's progress towards good economic governance is sustained to support its developmental agenda, including by promoting policies and programmes aimed at enhancing efficient and participatory public sector management. It will focus on research and capacity-building to

promote good economic governance in Africa; the improvement of public financial management and budgetary and public investment as well as regulatory policies at the national and local levels; and the implementation of results-based management practices in the public policy cycle.

Subprogramme 2
Regional integration and trade

Objective of the Organization: To achieve effective regional cooperation and integration among member States to tackle the challenges of structural transformation in Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced capacity of member States and regional economic communities to develop, implement and monitor policies and programmes to accelerate industrialization, with a focus on regional infrastructure, regional value chains, food security and agriculture	(i) Increased number of member States and regional economic communities using ECA proposed policies to design, implement and monitor programmes on infrastructure, regional value chains, food security and agriculture, taking into account related gender dimensions
	(ii) Increased number of member States integrating industrialization into their national development policies and planning frameworks
(b) Enhanced capacity of member States and regional economic communities to develop, implement and monitor policies and programmes in the areas of intra-African and international trade and create an environment conducive to attracting investments	(i) Increased number of member States and regional economic communities implementing and monitoring policies to boost intra-African trade and attract foreign direct investment and African cross-border investment
	(ii) Increased number of member States participating in regional free trade areas, including regional economic communities' free trade areas and Customs and monetary unions, that have harmonized their trade policies towards achievement of the Continental Free Trade Area
(c) Improved capacity of member States to design, implement and monitor land policies and programmes that ensure secure gender equitable land rights and effective and efficient use and management of land for sustainable development	Increased number of member States and regional economic communities implementing and monitoring land policies and programmes aligned with guidelines on land policy and other policy recommendations

Strategy

15.25 Substantive responsibility for implementing the subprogramme is vested in the Regional Integration and Trade Division. To address the challenges of job creation, poverty elimination, food security and agriculture, supply-side constraints,

economic diversification, infrastructure provision, low intra-African and external trade capacity and investments, effective land policies and the mainstreaming of gender into Africa's transformation agenda, the subprogramme will focus on evidence-based analytical research, the provision of advisory services and the building of consensus among member States, with a view to influencing policy on structural transformation and sustainable development in Africa. This work will be conducted within the framework of Agenda 2063 and the 2030 Agenda for Sustainable Development and in response to emerging issues of relevance to Africa.

15.26 To help accelerate the process of industrialization, the subprogramme will develop and disseminate policy tools, instruments and guidelines and help build the capacity of member States to integrate the Action Plan for the Accelerated Industrial Development of Africa and the Programme for Infrastructure Development in Africa. It will also work to integrate recommendations from ECA research on industrialization into their development policies and planning frameworks. In the area of food security and agriculture, emphasis will be placed on promoting agricultural transformation through the development of knowledge products on smart and sustainable agriculture and regional agricultural value chains anchored in agribusiness and agro-industry development. The subprogramme will give special emphasis to small and medium-sized enterprises, including women-driven businesses, and small-scale farmer holdings.

15.27 The subprogramme will enhance the capacity of member States and regional economic communities to develop, implement and monitor policies and programmes in the areas of intra-African and international trade and the creation of an environment conducive to attracting investment. It will continue to provide analytical, capacity-building and other catalytic support to member States in the context of the regional economic communities' trade agendas, the pre- and post-Continental Free Trade Area process and World Trade Organization-related and other multilateral trade issues. It will also provide technical support to member States in the region to ensure that there is trade policy coherence and alignment of trade policy with Agenda 2063 and the 2030 Agenda for Sustainable Development. In the area of investment, the subprogramme will support member States' efforts through policy analysis, capacity development and case studies in the areas of facilitating and promoting investment, promoting financing and investment opportunities for productive integration, advancing regional trade and investment in the context of the Continental Free Trade Area, and improving the investment policy environment in Africa as a whole.

15.28 With regard to land policy, the subprogramme will support member States in the implementation of the African Union Declaration on Land Issues and Challenges in Africa, by advocating the inclusion of land in Africa's development agenda as well as in the strategies and programmes of continental organizations, regional economic communities, member States and other actors.

15.29 The subprogramme will coordinate and galvanize the efforts of partners towards effective synergies, partnerships and resources, and facilitate dialogue on land-related issues with a view to raising awareness of the importance of addressing the challenges of land for the sustainable development of Africa. It will build evidence and promote knowledge dissemination and networking as well as build the capacity of actors to promote evidence-based land policy formulation and implementation with particular attention to gender-equitable land rights and the

effective and efficient use and management of land for sustainable development. It will also promote the implementation of a robust monitoring and evaluation framework endorsed by African Ministers responsible for agriculture, rural development, water and the environment.

15.30 The subprogramme will ensure that gender dimensions are reflected in the areas of its work and that capacity-building activities take closely into account the Commission's overall capacity-building strategies and structures.

Subprogramme 3
Innovations, technologies and management of Africa's natural resources

Objective of the Organization: To achieve the adoption and implementation of new initiatives on advancing sustainable and equitable development in Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced capacity of member States to nurture and harness new technologies and innovations for development	(i) Increased number of national, subregional and regional initiatives aimed at harnessing new technologies and innovations for development
	(ii) Increased number of member States adopting gender-responsive policies or regulatory frameworks for harnessing new technologies and innovation based on ECA research and advocacy work
	(iii) Increased number of national, regional and continental initiatives implementing the outcomes of the World Summit on the Information Society and its follow-up
	(iv) Increased number of policy recommendations on science, technology and innovation of major United Nations conferences implemented as a result of ECA technical and advisory support
(b) Enhanced capacity of member States to formulate and implement policy reforms to foster a green economy in the context of sustainable development	Increased number of member States that have formulated or implemented gender-responsive policy reforms, in line with ECA recommendations, to foster a green economy in the context of sustainable development
(c) Enhanced capacity of member States and other stakeholders to formulate and implement policies, strategies and regulatory frameworks for the management of mineral resources in line with the Africa Mining Vision	Increased number of member States assisted by ECA that have launched gender-sensitive strategies and policy initiatives for the management of mineral and other natural resources in line with the Africa Mining Vision

(d) Improved capacity of member States and other stakeholders to implement and integrate climate change adaptation approaches into key sectoral and national development policies, strategies and programmes to reduce vulnerability and strengthen resilience to impacts	(i) Increased number of member States that have formulated, reviewed or implemented a gender-sensitive policy framework or reform related to climate change and development as a result of ECA support (ii) Increased number of climate change research results or initiatives aimed at implementing multilateral environment agreements on climate change, building capacity of beneficiaries and promoting an enabling environment for mainstreaming climate change into planning and practices as a result of ECA support

Strategy

15.31 Substantive responsibility for implementing the subprogramme rests with the Special Initiatives Division. Given the cross-cutting nature of the various sections of the subprogramme, the Division will collaborate with other ECA subprogrammes for the implementation of this programme of work. The strategic direction of the subprogramme will be guided mainly by Agenda 2063, the 2030 Agenda for Sustainable Development, the Paris Agreement adopted at the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, the SIDS Accelerated Modalities of Actions (SAMOA) Pathway and the follow-up to the World Summit on the Information Society. The subprogramme will focus in particular on agreements related to the harnessing of technology and innovation, the harnessing of the mining sector for sustainable development, the building of climate-resilient and low-carbon development pathways, and the empowerment of women as part of the incorporation of gender perspectives into the work of the subprogramme, poverty reduction and the global partnership for development.

15.32 The strategy will focus mainly on research, policy development and analytical work to support member States in the following areas: (a) promoting the use of social, economic and environmental innovations and technological systems; (b) developing mineral resources in the context of the Africa Mining Vision; (c) advocating policy-relevant research and analysis to inform the formulation and implementation of policies to foster a green economy in the context of sustainable development and realize optimal benefits from Africa's natural resource endowments; and (d) supporting member States in addressing challenges of climate change in key sectors and putting in place appropriate plans and mechanisms to reflect national development priorities, policies, strategies and programmes. The results will be disseminated and policy recommendations will be submitted to Governments, regional bodies and other relevant stakeholders.

15.33 The subprogramme will also promote policy dialogue and the exchange of experiences and best practices among stakeholders at the regional, national and local levels through conferences, meetings, seminars and electronic forums. In addition, the creation and operation of networks will be supported to generate, update and disseminate knowledge. The strategy will also include the provision of technical cooperation services such as specific training courses and workshops.

15.34 The subprogramme will continue to promote partnerships with other African and non-African research and specialized institutions and development partners to help deliver on its activity areas. These strategic partnerships supplement internal capacity, mobilize expertise and extend the reach of the programme across the African continent.

15.35 Furthermore, the subprogramme will ensure the broad visibility of its work and major achievements through the continuous updating and development of its website and databases and the wide dissemination of its main publications and findings at international events and relevant conferences, as well as participation in key forums involving relevant policymakers, members of academia and other stakeholders, both within and outside the region.

Subprogramme 4
Statistics

Objective of the Organization: To improve the production, dissemination and use of quality data and statistics in Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened capacity of member States to produce, disseminate and use data and statistics to facilitate evidence-based policymaking, planning, implementation, monitoring and reporting	(i) Increased number of member States that have developed a statistical strategy as part of their national sustainable development plan
	(ii) Increased number of member States that are producing and reporting statistics in at least three emerging statistical areas for monitoring the implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development with suitable disaggregation, including geography and gender
	(iii) Increased number of member States that are producing vital statistics based on a civil registration system
	(iv) Increased number of member States that have adopted and applied the 2008 System of National Accounts for the compilation of economic statistics and national accounts
	(v) Increased number of member States that have used mobile devices to collect data in major statistical activities
(b) Improved availability of harmonized statistics in ECA databases	(i) Increased number of member States with at least one data point for 50 per cent of a regional set of indicators for Agenda 2063 and the 2030 Agenda for Sustainable Development that exist in the ECA databases

	(ii) Increased percentage of users that express satisfaction with the quality, coverage and timeliness of data contained in the ECA databases
(c) Enhanced capacity of member States to produce and use timely geospatial data, information and services for evidence-based decision-making in Africa	(i) Increased number of member States developing policies and strategies for the integration of statistical and geospatial information
	(ii) Increased number of member States using geospatial information technologies in statistical data collection, processing, analysis and dissemination
	(iii) Increased number of member States developing and making available to users fundamental geospatial data sets, including national gazetteers and national administrative boundary data

Strategy

15.36 The work of the African Centre for Statistics will focus largely on developing the capacity of countries to produce quality and timely statistics and data for monitoring progress made in the implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development. Given the interdisciplinary nature of statistics, the Centre will work in close collaboration with all other ECA divisions and offices, including the African Centre for Gender, and particularly with the data centres in the subregional offices. Partnership with the African Union Commission, the African Development Bank, the United Nations and other partners is crucial for the success of the programme.

15.37 The subprogramme will strive to increase the capacity of member States to collect and use quality, comparable and harmonized statistics at various levels of disaggregation, including gender, to: (a) support enhanced evidence-based policy decision-making, planning and programme implementation; (b) monitor progress towards the implementation of national, regional and international development goals; and (c) support the harmonization of methods for statistical activities in the areas of censuses, civil registration and vital statistics, surveys and economic and other classifications in line with international concepts and standards.

15.38 The subprogramme will provide adequate support for the efforts of member States to improve their statistical operations, including by conducting censuses and surveys and making the data and information products available to users promptly. Special attention will be given to the efficient and effective use of administrative data, which are necessary for producing gender statistics, evidence-based service delivery procedures and the monitoring of progress towards internationally agreed development goals. Support will also be provided in the emerging statistical areas through methodological work. One of the key strategies is to support member States in meeting the growing demand for data and statistics in a timely and meaningful way.

15.39 The subprogramme will continue to play a leading role in supporting member States in designing and implementing their strategies on statistics as a part of the national sustainable development plan to meet the requirement of data and statistics for Agenda 2063 and the 2030 Agenda for Sustainable Development. It will also continue its role in the implementation of the African Charter on Statistics and the strategy for the harmonization of statistics in Africa, which emphasizes the need for comparable statistics for regional integration. Statistical data that are of improved quality and are comparable will be collected continuously to populate the ECA statistical database. To do this, the subprogramme will work with national statistical offices and the data centres of subregional offices to implement modern data collection practices using modern communications technology tools and methodologies to facilitate data capture.

15.40 In line with the global trends of bringing geography and statistics to bear in facilitating spatial analytics and the locational management of information, the subprogramme will provide support to member States to improve coordination between national strategies for the development of statistics and national spatial data infrastructures, incorporate geographic information systems and related technologies into all relevant stages of statistical processes, and scale up its involvement with the United Nations global geographic information management initiatives and work with national mapping organizations to articulate Africa's position.

15.41 The strategy will also include: (a) methodological work, including the production of handbooks and guidelines; (b) the implementation of field projects; (c) training; (d) advocacy campaigns to address institutional issues and the design of national strategies on statistics; (e) the dissemination of information and best practices; (f) the provision of technical assistance; and (g) resource mobilization. Particular emphasis will be placed on developing manuals for producing harmonized statistics and supporting the statistical working groups dealing with issues related to: the harmonization of price statistics; national accounts statistics; trade and public finance; population and housing censuses; the maintenance of databases; advocacy; gender mainstreaming; the mainstreaming of geospatial information technologies into national statistical offices; and institution-building.

Subprogramme 5
Capacity development

Objective of the Organization: To achieve sustainable and inclusive economic growth and to accelerate structural transformation in the context of the priorities of the African Union, including Agenda 2063, priorities of the NEPAD programme, and the 2030 Agenda for Sustainable Development

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Strengthened capacity of the African Union to formulate, implement, monitor and evaluate the priorities and programmes of its organs and institutions as well as ensuring that gender is mainstreamed	(i) Increased number of capacity development projects executed with the support of ECA in the context of the formulation, implementation, monitoring and reporting of the priorities and programmes of African Union organs and institutions, taking into account gender dimensions

	(ii) Increased number of African Union organs and pan-African institutions expressing satisfaction with ECA capacity development services
(b) Strengthened capacity of member States, pan-African institutions, regional economic communities and intergovernmental organizations to formulate and implement policies and programmes for the advancement of Africa's structural transformation	Increased number of member States and pan-African institutions provided with ECA capacity development services to formulate, implement, monitor and report policies and programmes in support of the African development priorities and agenda

Strategy

15.42 The responsibility for implementing the subprogramme lies with the Capacity Development Division. The Division will focus on translating ECA research and analytical work into operational activities for capacity development to maximize the impact of ECA interventions as well as ensuring that gender is mainstreamed.

15.43 In this regard, the subprogramme will provide capacity development services to the African Union and its organs through the following: (a) the promotion of system-wide synergies; (b) strategic initiatives; (c) policy dialogue; (d) policy advisory services in the areas of macroeconomic policies, development planning, industrialization and natural resources management; (e) skills development; and (f) knowledge facilitation and management.

15.44 Furthermore, the subprogramme will strengthen the capacity of the African Union and its organs, including the NEPAD Planning and Coordinating Agency, the secretariat of the African Peer Review Mechanism and the regional economic communities, in deepening and advancing the African Union's agenda of continental integration. Taking into account gender issues, the strategy will strengthen the capacities of member States and their organizations in formulating and implementing appropriate policies and programmes on the Sustainable Development Goals and other international and continental goals.

15.45 In implementing the strategy, a focus will be placed on the African development goals, which is a framework that brings together the goals of the first 10-year implementation plan of Agenda 2063 and the 2030 Agenda for Sustainable Development.

15.46 The subprogramme will also provide direct technical support for the NEPAD priority areas, the African Peer Review Mechanism process, the Mechanism secretariat and participating member States in order to foster African ownership and leadership of the African development agenda. In that context, it will scale up its assistance to member States in the implementation of the Mechanism, particularly in building and maintaining credible capacities to support the governance architecture of the African Union. Inter-agency coordination and collaboration among United Nations agencies working in Africa will be coordinated by the subprogramme through the regional coordination meetings of United Nations agencies convened by ECA in support of the African Union and its NEPAD programme at the regional and subregional levels.

15.47 The subprogramme will also provide technical assistance and other capacity development support in response to specific requests from member States, regional economic communities and other intergovernmental organizations, to enhance technical, human and institutional capacities at the national, subregional and regional levels.

Subprogramme 6
Gender and women in development

Objective of the Organization: To achieve gender equality and women's empowerment in Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced capacity of member States and regional economic communities to implement and report on gender equality and women's empowerment as well as address emerging issues that affect women and girls	Increased number of member States and regional economic communities that report the implementation of international and regional commitments on gender equality and the empowerment of women and girls
(b) Strengthened capacity of member States and regional economic communities to mainstream gender into national policies and programmes	Increased number of member States, regional economic communities and institutions that are adopting and implementing gender-responsive strategies, policies and programmes

Strategy

15.48 The strategy for the subprogramme will be to continue strengthening its support for member States, the African Union Commission and regional economic communities in adopting and implementing gender-responsive policies, programmes and strategies to achieve gender equality and the empowerment of women and girls. Given the cross-cutting nature of gender, emphasis will be placed on the adoption and strengthening of sound policies and enforceable legislation, aspirations and initiatives with gender perspectives and special indicators for women. A special focus will be on Sustainable Development Goal 5 of the 2030 Agenda for Sustainable Development and aspiration 6 of Agenda 2063. Technical support will be provided to member States, especially national gender mechanisms, to ensure that national implementation plans for those global and regional commitments are prepared in harmony with the outcome document of the 20-year review of the implementation of the Beijing Declaration and Platform for Action. This will also be informed by the outcomes of the first session of the Committee on Gender and Social Development, held in 2015.

15.49 The subprogramme will further strengthen evidence-based research in the areas of women's economic empowerment, women's rights and social protection in line with the Commission's continent-wide initiative on gender equality and women's empowerment. It will further use existing tools such as the African Gender Development Index and the African gender equality and women's empowerment scorecard. In collaboration with the Commission's African Centre for Statistics, the subprogramme will also develop new tools to support and strengthen the collection and analysis of sex-disaggregated, gender-responsive data and statistics and the monitoring of commitments relating to gender equality and the empowerment of women and girls.

15.50 In addition, the subprogramme will enhance collaboration within ECA to scale up the mainstreaming of gender perspectives into all of the Commission's outputs, including through capacity development interventions and the gender parity marker. Ongoing intradivisional collaboration with subprogramme 9 will be strengthened in line with the Sustainable Development Goals on social inclusion. The subprogramme will continue to work with the African Climate Policy Centre, the African Minerals Development Centre, the African Trade Policy Centre and the Land Policy Initiative to address the gender dimensions of climate change in the extractive sector, trade and land policy, respectively. Collaboration with the Capacity Development Division and the African Institute for Economic Development and Planning will be strengthened in order to deliver country-tailored advisory services and capacity-building to member States and regional economic communities. The subprogramme will work closely with the subregional offices of ECA to ensure that gender dimensions are well reflected in the ECA country profiles.

15.51 To support the implementation of its activities, the subprogramme will continue to enhance its partnerships with the African Union Commission, the African Development Bank and regional economic communities and the United Nations system through the regional consultative mechanisms. It will also strengthen its joint activities with the United Nations Entity for Gender Equality and the Empowerment of Women. It will define a clear partnership strategy to foster and strengthen relationships with civil society, academia and research institutions. In addition, partnerships will be initiated with non-traditional partners such as private sector organizations to harness their potential to support women's economic empowerment. Ongoing relationships with existing development partners will be strengthened, and new and emerging ones will be forged.

Subprogramme 7
Subregional activities for development

Component 1
Subregional activities in North Africa

Objective of the Organization: To achieve structural transformation for inclusive and sustainable development in North Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced capacity of member States in the North Africa subregion to produce and disseminate quality and timely data for evidence-based planning, policymaking and improved economic management, with due consideration to gender perspectives, at the national and subregional levels	(i) Increased number of member States and regional economic communities that have responded to surveys expressing a high level of satisfaction with country profiles (ii) Increased number of ECA policies and programmes that strengthen the capacity of member States, regional economic communities and intergovernmental organizations in the areas of statistics and economic planning to support structural transformation

(b) Strengthened capacity of member States in the Northern Africa subregion and the Arab Maghreb Union to implement subregional development priorities, with due consideration to gender perspectives	(i) Number of subregional initiatives designed or implemented by member States, the Arab Maghreb Union and other subregional intergovernmental organizations, with assistance from ECA, to promote subregional cooperation and integration, with due consideration to gender perspectives
	(ii) Number of policy dialogues and platforms in support of structural transformation in Northern Africa, with due consideration to gender perspectives

Strategy

15.52 The overall strategy of the component falls under the global and regional agendas involving member States, which will engage commitments with respect to the agreed goals, objectives and action plans. The component will support the following North African countries in conceiving and implementing policies, programmes and projects aimed at achieving the Sustainable Development Goals and Agenda 2063: Algeria, Egypt, Libya, Mauritania, Morocco, the Sudan and Tunisia. The commitments of member States to financing for development, as agreed in the framework of the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, will also be supported by the programme of work.

15.53 The strategy will focus on providing relevant technical support to member States and regional economic communities in improving their capacities to sustain economic, social and political transformation, with particular focus on regional integration, gender and industrialization.

15.54 The component will continue its capacity development activities on national statistical systems in support of the production of accurate and regular data. The policy recommendations produced will systematically be based on evidence from up-to-date statistics.

15.55 Assistance will be provided to the Arab Maghreb Union in implementing its road map for a more integrated Maghreb, taking into account the new development at the continental level for the implementation of the Continental Free Trade Area. The involvement of North African countries in the implementation process of the Arab Customs Union will also be supported by the component's activities. This includes designing and implementing policies of the integrated zone as well as implementing self-financing mechanisms to support policy design and implementation by the Arab Maghreb Union.

15.56 Special focus will be placed on building and maintaining knowledge and information networks for harnessing best practices and lessons learned elsewhere and within the region and disseminating them to member States and their organizations. Collaboration with the Capacity Development Division will continue in providing technical assistance to regional economic communities and member States on the harmonization of legal frameworks for regional development issues. The Subregional Office for North Africa will work closely with the African Institute

for Economic Development and Planning to deliver relevant training workshops to member States.

15.57 The Subregional Office will continue to work in close partnership with United Nations agencies at both the national and regional levels and other development partners in the subregion to enhance the Commission's presence and effectiveness. The subregional coordination mechanism is an adequate platform for continuing to promote cooperation with national institutions and actors aimed at coherent support for the process of regional integration. The Subregional Office will also work closely with other stakeholders such as the private sector, universities and civil society organizations and will strengthen the linkages with the various think tanks in the subregion to develop relations and build networks across the continent, as in the past, through innovative dialogue within the framework of the North Africa Development Forum.

15.58 Quality assurance and evaluation systems will be integrated into the entirety of the programme's work in order to monitor quality and impact and, hence, to adjust the strategy accordingly.

Component 2
Subregional activities in West Africa

Objective of the Organization: To achieve structural transformation for inclusive and sustainable development in West Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced capacity of member States in the Western Africa subregion to produce and disseminate quality and timely data for evidence-based planning, policymaking and improved economic management, with due consideration to gender perspectives, at the national and subregional levels	(i) Increased number of member States and regional economic communities that have responded to surveys expressing a high level of satisfaction with country profiles
	(ii) Increased number of ECA policies and programmes that strengthen the capacity of member States, regional economic communities and intergovernmental organizations in the areas of statistics and economic planning to support structural transformation
(b) Strengthened capacity of member States in the Western Africa subregion, the Economic Community of West African States (ECOWAS) and the West African Economic and Monetary Union to implement subregional development priorities, with due consideration to gender perspectives	(i) Increased number of subregional initiatives designed or implemented by member States, ECOWAS, the West African Economic and Monetary Union and other subregional and intergovernmental organizations, with assistance from ECA, to promote subregional cooperation and integration, with due consideration to gender perspectives
	(ii) Increased number of policy dialogues and platforms in support of structural transformation in Western Africa, with due consideration to gender perspectives

Strategy

15.59 Responsibility for the implementation of the component rests with the ECA Subregional Office for West Africa, which covers 15 countries: Benin, Burkina Faso, Cabo Verde, Côte d'Ivoire, the Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, the Niger, Nigeria, Senegal, Sierra Leone and Togo. The component will work in close coordination with other ECA divisions and offices, the Economic and Statistical Observatory of Sub-Saharan Africa and the African Regional Technical Assistance Centre in West Africa. The strategy will focus on the provision of relevant support to member States, regional economic communities and intergovernmental organizations in their quest to report and achieve the goals and targets contained in Agenda 2063 and the 2030 Agenda for Sustainable Development, including the West African integration agenda (the ECOWAS Community Development Programme and the regional economic programme of the West African Economic and Monetary Union), and the Paris Agreement adopted at the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change.

15.60 The component's strategy will promote continued efforts to strengthen the capacities of member States and regional economic communities in statistics and development planning. In this regard, the focus will be placed on: (a) the reinforcement of country and subregional data production and dissemination processes and alignment with international standards and classification; (b) assistance with the deployment of database applications (StatBase and Phoenix) and the development of a central database in regional economic communities and the West African Economic and Monetary Union; (c) the introduction of economic structural transformation dimensions in countries and subregional strategies; and (d) capacity-building in terms of development planning and project monitoring and evaluation tools.

15.61 The component will also undertake data collection missions, policy dialogue and capacity-building initiatives in support of the development and maintenance of the subregional database and the production of country profiles and other publications and outputs of the Subregional Office.

15.62 The component will work with the African Centre for Statistics and other substantive divisions in providing adequate support to member States and regional economic communities in their efforts to improve national statistical systems for evidence-based policy development. Under the component, the Subregional Office will develop and maintain a subregional repository of statistical information to feed the common databank at ECA headquarters and support all analytical and research needs of the Commission.

15.63 The establishment of the Continental Free Trade Area by 2017 and the implementation of the ECOWAS common external tariff, the upcoming ECOWAS-European Union economic partnership agreements and a single ECOWAS currency will call for specific analytical work to support the preparedness and actions of West African countries. Issues related to demographic processes, urbanization, social development, gender equality and the empowerment of women, industrialization and agricultural value chains, as well as political and security risks, will continue to pose challenges for West Africa's development during the biennium. Those issues and challenges will continue to receive the due attention of the subprogramme through its subregional activities component.

15.64 The component will address other emerging issues such as climate change, international migration, and civil registration and vital statistics through the innovative regional development of strategic partnerships and collaboration with member States, knowledge and research institutions and other pertinent development stakeholders, including the private sector and civil society organizations. The strategy will focus on the conduct of country civil registration and vital statistics assessments as well as the implementation of action plans to improve civil registration and vital statistics systems in accordance with the Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics.

15.65 While strengthening its relationship with ECOWAS, the West African Economic and Monetary Union and the Mano River Union, the Subregional Office will continue to work closely with other United Nations agencies and programmes in the framework of a reinforced subregional coordination mechanism.

Component 3
Subregional activities in Central Africa

Objective of the Organization: To achieve structural transformation for inclusive and sustainable development in Central Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced capacity of member States in the Central Africa subregion to produce and disseminate quality and timely data for evidence-based planning, policymaking and improved economic management, with due consideration to gender perspectives, at the national and subregional levels	(i) Increased number of member States and regional economic communities that have responded to surveys expressing a high level of satisfaction with country profiles (ii) Increased number of ECA policies and programmes that strengthen the capacity of member States, regional economic communities and intergovernmental organizations in the areas of statistics and economic planning to support structural transformation
(b) Strengthened capacity of member States in the Central Africa subregion, the Central African Economic and Monetary Community and the Economic Community of Central African States to implement subregional development priorities, with due consideration to gender perspectives	(i) Increased number of subregional initiatives designed or implemented by member States, the Central African Economic and Monetary Community, the Economic Community of Central African States and other subregional and intergovernmental organizations, with assistance from ECA, to promote subregional cooperation and integration, with due consideration to gender perspectives (ii) Increased number of policy and dialogue platforms in support of structural transformation in Central Africa, with due consideration to gender perspectives

Strategy

15.66 Responsibility for the implementation of the component rests with the Subregional Office for Central Africa, which covers the following seven countries: Cameroon, the Central African Republic, Chad, the Congo, Equatorial Guinea, Gabon and Sao Tome and Principe. The office will implement its programme of work in close cooperation with the Economic and Statistical Observatory of Sub-Saharan Africa and various divisions of ECA. The implementation strategy will focus on providing advisory services to member States and implementing joint activities with a view to improving their statistical systems and increasing the availability and quality of data. In this regard, the component will work in close collaboration with national statistical agencies to collect a wide range of statistics, including data on the monitoring of internationally agreed development goals, censuses, surveys and economic classification and development indicators. With the assistance of the African Centre for Statistics, the component, using modern technologies and its technical skills, will assist member States in collecting, processing and using quality, comparable and harmonized statistics. In addition, it will focus on providing support to member States and regional economic communities in mainstreaming regional and international initiatives such as the 2030 Agenda for Sustainable Development and the first 10-year implementation plan of Agenda 2063 into their development strategies with a gender perspective.

15.67 Through the production of country profiles, the component will provide member States with policy advice in support of their development agendas, with a focus on structural transformation. The country profiles will include research, analysis, forecasts, indicators and trends with respect to a variety of statistics on output, trade, governance, mining, agriculture, macroeconomics, monetary and financial variables, remittances and other key socioeconomic variables. Opportunities for structural transformation will be identified, and appropriate recommendations will be provided accordingly.

15.68 The component will reflect the priorities defined by the regional economic communities in their efforts to advance post-conflict recovery, regional integration and economic, social and environmental development. Specifically, it will assist regional economic communities and member States in mainstreaming regional and international initiatives such as the 2030 Agenda for Sustainable Development and the first 10-year implementation plan of Agenda 2063 into their development strategies. In addition to the national statistics offices, partnerships will be strengthened with other United Nations agencies, through participation in the activities of the United Nations country teams and the subregional coordination mechanism, and with the African Development Bank, the Bank of Central African States and the Central African States Development Bank, through joint activities such as the implementation of the Consensual Transport Master Plan for Central Africa and support for the Steering Committee for the Harmonization of Regional Economic Communities in Central Africa.

Component 4
Subregional activities in East Africa

Objective of the Organization: To achieve structural transformation for inclusive and sustainable development in East Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced capacity of member States in the East Africa subregion to produce and disseminate quality and timely data for evidence-based planning, policymaking and improved economic management, with due consideration to gender perspectives, at the national and subregional levels	(i) Increased number of member States and regional economic communities that have responded to surveys expressing a high level of satisfaction with country profiles
	(ii) Number of ECA policies and programmes that strengthen the capacity of member States, regional economic communities and intergovernmental organizations in the areas of statistics and economic planning to support structural transformation
(b) Strengthened capacity of member States in the East Africa subregion, the East African Community, the Intergovernmental Authority on Development and the Economic Community of the Great Lakes Countries, to implement subregional development priorities, with due consideration to gender perspectives	(i) Number of subregional initiatives designed or implemented by member States, the East African Community, the Intergovernmental Authority on Development, the Economic Community of the Great Lakes Countries and other subregional and intergovernmental organizations, with assistance from ECA, to promote subregional cooperation and integration, with due consideration to gender perspectives
	(ii) Number of policy dialogues and platforms in support of structural transformation in East Africa, with due consideration to gender perspectives

Strategy

15.69 The responsibility for implementing the component lies with the Subregional Office for East Africa, which serves the following 14 countries: Burundi, Comoros, the Democratic Republic of the Congo, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Rwanda, Seychelles, Somalia, South Sudan, Uganda and the United Republic of Tanzania. The Subregional Office also covers the East African Community, the Intergovernmental Authority on Development, the Economic Community of the Great Lakes Countries, the Indian Ocean Commission and the International Conference on the Great Lakes Region.

15.70 To achieve the objective and expected accomplishments, the component will focus on producing country profiles and subregional initiatives. The country profiles will evaluate the state of structural transformation in the subregion and identify issues that require further analysis and support from the Commission. Subregional initiatives

and advisory services as well as tailored capacity-building interventions will be the vehicles through which the needs of member States and regional economic communities for assistance will be addressed. The diagnosis process will include dedicated high-level policy dialogues at both the national and subregional levels.

15.71 The subregional coordination mechanism for East and Southern Africa will offer an ideal platform for the fostering of system-wide coherence in the provision of support to member States and regional organizations in the subregion. Identified flagship programmes (e.g., the blue economy, the Tripartite Free Trade Agreement and the mainstreaming of intelligent transport systems into corridor infrastructure) will support the national and subregional implementation of Agenda 2063, the 2030 Agenda for Sustainable Development and the Paris Agreement adopted at the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change.

15.72 In line with the Commission's new business model and its knowledge management strategy, the work of the Subregional Office will be carried out in close collaboration with think tanks, universities and other stakeholders in knowledge generation and delivery with a view to maximizing the influence and impact of ECA work at the national and subregional levels. Interaction with the African Research Collaboration Facility will be favoured.

15.73 Gender dimensions will be mainstreamed into all relevant work, and sex-disaggregated data will be used.

Component 5
Subregional activities in Southern Africa

Objective of the Organization: To achieve structural transformation for inclusive and sustainable development in Southern Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced capacity of member States in the Southern Africa subregion to produce and disseminate quality and timely data for evidence-based planning, policymaking and improved economic management, with due consideration to gender perspectives, at the national and subregional levels	(i) Increased number of member States and regional economic communities that have responded to surveys expressing a high level of satisfaction with country profiles (ii) Number of ECA policies and programmes that strengthen the capacity of member States, regional economic communities and intergovernmental organizations in the areas of statistics and economic planning to support structural transformation
(b) Strengthened capacity of member States in the Southern Africa subregion, the Common Market for Eastern and Southern Africa (COMESA) and the Southern African Development Community (SADC) to implement subregional development priorities with due consideration to gender perspectives	(i) Number of subregional initiatives designed or implemented by member States, COMESA, SADC and other subregional and intergovernmental organizations, with assistance from ECA, to promote subregional cooperation and integration, with due consideration to gender perspectives

	(ii) Number of policy dialogues and platforms in support of structural transformation in Southern Africa, with due consideration to gender perspectives

Strategy

15.74 The Subregional Office for Southern Africa, based in Lusaka, is responsible for the implementation of the component. The office covers the following 11 member States: Angola, Botswana, Lesotho, Malawi, Mauritius, Mozambique, Namibia, South Africa, Swaziland, Zambia and Zimbabwe. To enhance the capacity of member States and regional economic communities to produce and disseminate quality, timely and gender-disaggregated statistics, the Subregional Office will work closely with the African Centre for Statistics in providing technical support to national statistical offices in implementing modern methodologies and tools to improve their statistical operations and facilitate data capture. In pursuit of the goal of becoming the "data centre of excellence" in Southern Africa, the component will seek to prioritize the continuous collection of timely, quality and gender-disaggregated data for the maintenance of a statistical database for Southern Africa that will continuously feed into the ECA common databank to support policy research work. In addition to national statistical offices, the Subregional Office will further strengthen its ties and collaboration with regional economic communities in an effort to explore other areas of statistical cooperation reflecting subregional priorities, including the need for comparable and harmonized statistics in Southern Africa to enhance regional integration. Furthermore, the Subregional Office will continue to prepare and update country profiles as an ECA flagship recurrent publication aimed at providing economic and social data, institutional and policy information and forecasts, along with policy and risk analysis, to serve a variety of clients, including member States, domestic and international investors and civil society as well as policy and decision makers in Southern Africa and beyond. In this regard, the Subregional Office will closely interface with other ECA divisions responsible for forecasting and producing indices that are key elements in the production of country profiles (i.e., the African Social Development Index, the African Gender and Development Index and the African Regional Integration Index).

15.75 The component will convene expert group meetings and policy dialogues and provide technical support and advisory services to member States, COMESA, SADC and other intergovernmental organizations and key stakeholders aimed at enhancing their capacity to design and implement key priority subregionally agreed initiatives and also engage with respect to strategic development and emerging issues relevant to the economic transformation of the subregion. This will include supporting programmes and interventions carried out under the subregional initiatives cluster, such as undertaking analytical work geared towards supporting the implementation of the social and economic development priorities of regional economic communities in the context of the subregional coordination mechanism, functional support for the work of United Nations country teams, member States and other key stakeholders and the achievement of regionally and internationally agreed development goals, including Agenda 2063. The Subregional Office will utilize forums such as sessions of the Intergovernmental Committee of Experts, policy dialogues and special events as platforms for raising awareness of and promoting these regional and global development commitments among member

States, regional economic communities and intergovernmental organizations. In addition, the Subregional Office will engage Governments, regional economic communities, intergovernmental organizations and other key stakeholders (including civil society and the private sector) in ensuring that national and regional development plans, priorities, agendas and initiatives are aligned with the goals of Agenda 2063 and the 2030 Agenda for Sustainable Development.

15.76 To enhance the effectiveness and impact of ECA interventions and activities in the subregion, the Subregional Office will further strengthen existing partnerships and forge new ones with United Nations agencies, development partners, civil society, the private sector, universities, research organizations and think tanks operating in Southern Africa. An important element of the strategy is the focus on building and maintaining knowledge and information networks to harness information and disseminate it to member States, regional economic communities and intergovernmental organizations. In this regard, the Subregional Office will continue to build and maintain an active presence in knowledge networks, such as the ECA knowledge4africa platform, as a strategy for disseminating knowledge to the wider policy audience. The Subregional Office will also continue to pursue close links with the thematic workspaces of key communities of practice as an effective way of engaging with partner institutions and policy experts for continuous learning and sharing of best practices.

Subprogramme 8
Development planning and administration

Objective of the Organization: To improve public sector management and development planning in support of member States' structural transformation

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced capacity of member States for better development planning, including long-term visioning, sectoral policy design and planning, urban and regional planning	(i) Increased number of member States adopting and applying appropriate planning approaches, policies, and tools for the attainment of their strategic goals and objectives as a result of guidelines and recommendations emanating from the interventions of the African Institute for Economic Development and Planning
	(ii) Increased number of participants who have responded to surveys acknowledging that they have significantly benefited from the training at the African Institute for Economic Development and Planning in development planning, public administration and results-based management
(b) Strengthened capacity of member States to develop and adopt better approaches to economic policy formulation, management, monitoring and evaluation	(i) Increased number of member States adopting new or better tools and approaches to economic policy formulation and management as a result of the recommendations of the Division

	(ii) Increased number of participants acknowledging that they have benefited from the training activities at the African Institute for Economic Development and Planning aimed at improving their work in economic policy formulation, implementation and evaluation, with a strong focus on gender

Strategy

15.77 The African Institute for Economic Development and Planning, a subsidiary and training arm of ECA based in Dakar, is responsible for the implementation of the subprogramme. In the context of Africa's structural transformation agenda anchored by key development frameworks such as Agenda 2063, the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, which member States are integrating into their development plans, the Institute's role in strengthening institutional and human capacities in African countries towards an accelerated continental transformation retains its importance and relevance and sets the tone for its direction. Strategically, the Institute seeks to contribute to the expansion of the capacity of African countries to autonomously deploy development planning tools to achieve their core goal of the structural transformation of their economies and societies.

15.78 To this end, the Institute will continue to invest heavily in the expansion of its capacity development, advisory and policy dialogue programmes and activities targeted at the mid-career and senior officials of African Governments, with special attention to the next generation of younger professionals and female officials. It will also pay close attention to the emerging demands of member States and, in particular, the priorities set out in the key development frameworks mentioned above, which are guiding development in Africa for the medium and long terms. The Institute's activities during the biennium will include comprehensive training and technical cooperation services for Governments and other relevant stakeholders, applied pedagogical research and the development of knowledge networks among stakeholders, particularly those relating to public sector performance in the region. The Institute will continue in its quest to become the premier African training centre in the areas of planning and public management through the generation and deployment of new initiatives addressing specific needs of member States.

15.79 In order to bridge the gap between policy research and knowledge delivery, the African Institute for Economic Development and Planning will interface closely with the divisions and subregional offices of ECA and other relevant agencies of the United Nations system. It will continue to expand its global partnerships, including collaboration with African universities and think tanks, with a view to enhancing its capacity to deliver decentralized courses and master's degree programmes across Africa. Furthermore, online/e-learning opportunities will be provided to officials of member States in order to enhance programme scale, reach, presence and impact, as well as promote a culture of continuous learning and retooling. Opportunities for tailor-made capacity renewal/enhancement interventions will be explored, and efforts will be made to build interfaces between public sector managers and leaders and relevant actors from private sector and civil society organizations. In all its

offerings, the Institute will ensure that it reaches more female officials through wider dissemination of its annual programme of training events, strongly encouraging member States to designate female officials to participate in those events, as well as encouraging positive discrimination where necessary.

Subprogramme 9
Social development policy

Objective of the Organization: To achieve inclusive and equitable sustainable human and social development for transformation in Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*
(a) Enhanced capacity of member States to mainstream employment, social protection and nutrition security into national policies and strategies	Increased number of member States and regional economic communities implementing new policies, approaches and tools for employment promotion, nutrition security and social protection, with increased focus on gender in the attainment of their strategic goals and objectives
(b) Enhanced capacity of member States to develop, implement and monitor population and youth policies, including migration, ageing and disability	Increased number of member States and regional economic communities utilizing ECA policy recommendations and tools to integrate population, ageing, migration, disability, youth development and other population-related issues into their national development policies and programmes, with a focus on gender equality
(c) Enhanced capacity of member States to design, implement and monitor urbanization policies, programmes and strategies	Increased number of member States applying knowledge and information generated by ECA to design, implement and monitor urbanization policies in support of national development planning, with a focus on gender equality

Strategy

15.80 A strategic focus of the subprogramme will be placed on supporting and accelerating the achievement of the global vision for sustainable development as set out in the 2030 Agenda for Sustainable Development, Agenda 2063 and its first 10-year implementation plan, and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development.

15.81 A core objective of the subprogramme will be to support the design and implementation of appropriate national and subregional policies, programmes and strategies to promote social development for inclusive and equitable growth and transformation. More specifically, the subprogramme will generate knowledge, tools and approaches to enhance the capacity of member States to develop, implement and monitor policies on employment and social protection, with particular emphasis on gender, youth, population and urbanization. In doing so, the subprogramme will

establish and strengthen partnerships, synergies and collaboration within ECA and with relevant United Nations agencies, funds and programmes, international organizations, regional economic communities, think tanks, academic institutions, civil society and the private sector.

15.82 The subprogramme will also focus on issues related to youth development and population dynamics, strategically guided by regional and global commitments, including the Programme of Action of the International Conference on Population and Development; the Convention on the Rights of Persons with Disabilities; the Madrid International Plan of Action on Ageing, 2002; and the World Programme of Action for Youth to the Year 2000 and Beyond. Policy research, the documentation of best practices and knowledge-sharing will be undertaken to support member States in designing, implementing and reviewing policies and strategies. The Commission's convening role, particularly with regard to promoting regional cooperation and consensus-building with regard to accelerating the implementation of international and regional commitments relating to population, youth, migration and development and the social integration of vulnerable groups, will be emphasized.

15.83 As an important element of the Division's strategy to reduce poverty and promote inclusive growth on the continent, research and analytical work based on empirical data will support the design of appropriate national and subregional policies regarding employment, with particular reference to youth, nutrition security and adequate social protection and investment. Furthermore, the subprogramme will develop monitoring tools to support informed policy decisions with respect to inclusion by member States. This will be complemented by a strategic focus on inequality in all its facets and its link to inclusive and sustainable growth, and further support member States and economic communities on the continent in implementing the related goals, targets and indicators.

15.84 The subprogramme will focus on strengthening the capacity of member States to mainstream urbanization into their national development planning as a transversal megatrend with implications across the various elements of structural transformation. To that end, it will develop evidence, knowledge and consensus on the role of urbanization as a driver of inclusive growth and transformation. This includes the development of policy knowledge, tools and guidelines to analyse the role of sustainable urbanization in national and regional growth and transformation, mainstream it into national development planning and ensure its accurate monitoring through robust data and statistics. This work will take into account the new global urban agenda expected to emerge during the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) in 2016. The subprogramme will also focus on strengthening urbanization for informed decision-making and improved planning, working with national statistical bodies. In particular, it will support member States in implementing and monitoring Sustainable Development Goal 11 of the 2030 Agenda for Sustainable Development and its related targets and indicators.

Legislative mandates

57/2	United Nations Declaration on the New Partnership for Africa's Development
57/144	Follow-up to the outcome of the Millennium Summit
57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields
58/220	Economic and technical cooperation among developing countries
58/269	Strengthening of the United Nations: an agenda for further change
59/228	Activities undertaken during the International Year of Freshwater, 2003, preparations for the International Decade for Action, "Water for Life", 2005-2015, and further efforts to achieve the sustainable development of water resources
60/1	2005 World Summit Outcome
61/7	Cooperation between the United Nations and the International Organization of la Francophonie
61/234	Enhancing the role of the subregional offices of the Economic Commission for Africa
63/310	Cooperation between the United Nations and the African Union
64/215	Legal empowerment of the poor and eradication of poverty
64/222	Nairobi outcome document of the High-level United Nations Conference on South-South Cooperation
64/237	Preventing and combating corrupt practices and transfer of assets of illicit origin and returning such assets, in particular to the countries of origin, consistent with the United Nations Convention against Corruption
65/175	Industrial development cooperation
65/214	Human rights and extreme poverty
65/240	Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of the follow-up to the Durban Declaration and Programme of Action
65/278	Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa

65/280	Programme of Action for the Least Developed Countries for the Decade 2011-2020
66/130	Women and political participation
66/137	United Nations Declaration on Human Rights Education and Training
66/214	Specific actions related to the particular needs and problems of landlocked developing countries: outcome of the International Ministerial Conference of Landlocked and Transit Developing Countries and Donor Countries and International Financial and Development Institutions on Transit Transport Cooperation
66/224	People's empowerment and development
66/286	New Partnership for Africa's Development: progress in implementation and international support
67/226	Quadrennial comprehensive policy review of operational activities for development of the United Nations system
68/145	Strengthening collaboration on child protection within the United Nations system
68/208	Cooperative measures to assess and increase awareness of environmental effects related to waste originating from chemical munitions dumped at sea
68/238	Follow-up to and implementation of the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
69/232	Specific actions related to the particular needs and problems of landlocked developing countries: follow-up to the second United Nations Conference on Landlocked Developing Countries
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development
70/1	Transforming our world: the 2030 Agenda for Sustainable Development
70/153	Enhancement of international cooperation in the field of human rights
70/155	The right to development
70/159	Globalization and its impact on the full enjoyment of all human rights
70/184	Information and communications technologies for development
70/187	International trade and development

70/192	Follow-up to the International Conference on Financing for Development
70/198	Agricultural technology for sustainable development
70/201	Implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the outcomes of the World Summit on Sustainable Development and of the United Nations Conference on Sustainable Development
70/211	Role of the United Nations in promoting development in the context of globalization and interdependence
70/215	Development cooperation with middle-income countries
70/216	Follow-up to the Fourth United Nations Conference on the Least Developed Countries
70/218	Second United Nations Decade for the Eradication of Poverty (2008-2017)
70/219	Women in development
70/222	South-South cooperation
70/224	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners

Economic and Social Council resolutions

2015/12	Mainstreaming a gender perspective into all policies and programmes in the United Nations system
2015/35	Programme of Action for the Least Developed Countries for the Decade 2011-2020

Economic Commission for Africa resolutions

928 (XLVIII)	Implementing Agenda 2063: planning, mobilizing and financing for development
929 (XLVIII)	Third International Conference on Financing for Development

Subprogramme 1
Macroeconomic policy

General Assembly resolutions

48/180	Entrepreneurship and privatization for economic growth and sustainable development
51/191	United Nations Declaration against Corruption and Bribery in International Commercial Transactions
54/128	Action against corruption

54/197	Towards a stable international financial system, responsive to the challenges of development, especially in the developing countries
58/4	United Nations Convention against Corruption
60/34	Public administration and development
64/116	The rule of law at the national and international levels
64/193	Follow-up to and implementation of the Monterrey Consensus and the outcome of the 2008 Review Conference (Doha Declaration on Financing for Development)
65/75	Preventing and combating illicit brokering activities
65/94	The United Nations in global governance
65/123	Cooperation between the United Nations, national parliaments and the Inter-Parliamentary Union
65/146	Innovative mechanisms of financing for development
65/169	Preventing and combating corrupt practices and transfer of assets of illicit origin and returning such assets, in particular to the sources of origin, consistent with the United Nations Convention against Corruption
65/286	Implementing the smooth transition strategy for countries graduating from the list of least developed countries
65/313	Follow-up to the Conference on the World Financial and Economic Crisis and its Impact on Development
65/314	Modalities for the fifth High-level Dialogue on Financing for Development
66/209	Promoting the efficiency, accountability, effectiveness and transparency of public administration by strengthening supreme audit institutions
66/213	Fourth United Nations Conference on the Least Developed Countries
70/188	International financial system and development
70/190	External debt sustainability and development

Economic and Social Council resolutions

2004/64	International Conference on Financing for Development
2005/3	Public administration and development
2007/2	The role of the United Nations system in providing full and productive employment and decent work for all

2007/30	Follow-up to the International Conference on Financing for Development
2009/25	Improving the collection, reporting and analysis of data to enhance knowledge on trends in specific areas of crime

Economic Commission for Africa resolutions

848 (XL)	Financing for development
862 (XLII)	Enhancing domestic resource mobilization
865 (XLII)	Global financial and economic crisis
876 (XLIII)	Establishment of African financial institutions
879 (XLIV)	Governing development in Africa: the role of the State in economic transformation
886 (XLIV)	Illicit financial flows
896 (XLV)	Illicit financial flows from Africa
935 (XLVIII)	Least developed Countries in Africa

Subprogramme 2
Regional integration and trade

General Assembly resolutions

64/198	Midterm comprehensive review of the implementation of the International Decade for Action, "Water for Life", 2005-2015
64/255	Improving global road safety
65/151	International Year of Sustainable Energy for All
65/154	International Year of Water Cooperation, 2013
66/195	Agricultural technology for development
66/206	Promotion of new and renewable sources of energy
70/115	Report of the United Nations Commission on International Trade Law on the work of its forty-eighth session
70/191	Commodities
70/204	International Strategy for Disaster Reduction
70/223	Agriculture development, food security and nutrition

Economic and Social Council resolutions

2011/12	Europe-Africa fixed link through the Strait of Gibraltar
2015/3	Social dimensions of the New Partnership for Africa's Development

Economic Commission for Africa resolutions

819 (XXXI)	Promotion of energy resources development and utilization in Africa
847 (XL)	Aid for trade
867 (XLIII)	Assessment of progress on regional integration in Africa
877 (XLIII)	Towards realizing a food-secure Africa
907 (XLVI)	Industrialization for an emerging Africa
913 (XLVII)	Role of renewable energy in Africa's industrialization and economic transformation
914 (XLVII)	African regional integration index
921 (XLVII)	Agricultural transformation for an industrialized Africa
922 (XLVII)	Industrialization for inclusive and transformative development in Africa
934 (XLVIII)	Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014-2024

Subprogramme 3
Innovations, technologies and management of Africa's natural resources

General Assembly resolutions

62/8	Overview of United Nations activities relating to climate change
64/201	United Nations Decade for Deserts and the Fight against Desertification (2010-2020)
64/206	Promotion of new and renewable sources of energy
64/211	Creation of a global culture of cybersecurity and taking stock of national efforts to protect critical information infrastructures
65/41	Development in the field of information and telecommunications in the context of international security
65/158	International cooperation to reduce the impact of the El Niño phenomenon
69/288	Comprehensive review of United Nations system support for small island developing States

70/202	Follow-up to and implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States
70/205	Protection of global climate for present and future generations of humankind
70/206	Implementation of the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa
70/213	Science, technology and innovation for development

Economic and Social Council resolutions

2015/26	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society
2015/27	Science, technology and innovation for development

Economic Commission for Africa resolutions

758 (XXVIII)	The role of cartography, remote sensing and geographic information systems in sustainable development
766 (XXVIII)	Strengthening development information systems for regional cooperation and integration in Africa
789 (XXIX)	Strengthening information systems for Africa's recovery and sustainable development
795 (XXX)	Building Africa's information highway
800 (XXX)	Strategy and Action Plan for Water Resources Assessment, Development and Management in Africa
812 (XXXI)	Implementation of the African Information Society Initiative
817 (XXXI)	African Regional Conference on Science and Technology
818 (XXXI)	Promotion of mineral resources development and utilization in Africa
884 (XLIV)	Climate change and sustainable development in Africa
887 (XLIV)	Enhancing science and technology for development in Africa
919 (XLVII)	Green economy and structural transformation in Africa
930 (XLVIII)	African Regional Forum on Sustainable Development

Subprogramme 4
Statistics

Economic and Social Council resolutions

2013/21	Fundamental Principles of Official Statistics
2015/10	2020 World Population and Housing Census Programme

Economic Commission for Africa resolutions

882 (XLIV)	Implementation of the African Charter on Statistics and the Strategy for the Harmonization of Statistics in Africa
911 (XLVI)	Statistics and statistical development
931 (XLVIII)	Data revolution and statistical development

Subprogramme 5
Capacity development

General Assembly resolutions

66/286	New Partnership for Africa's Development: progress in implementation and international support

Economic and Social Council resolutions

2013/26	Social dimensions of the New Partnership for Africa's Development

Economic Commission for Africa resolutions

822 (XXXI)	Implementation of the treaty establishing the African Economic Community: strengthening regional economic communities; rationalization and harmonization of the activities of regional and subregional communities

Subprogramme 6
Gender and women in development

General Assembly resolutions

59/167	Elimination of all forms of violence against women, including crimes identified in the outcome document of the twenty-third special session of the General Assembly, entitled "Women 2000: gender equality, development and peace for the twenty-first century"
59/248	World Survey on the role of women in development
65/187	Intensification of efforts to eliminate all forms of violence against women
65/189	International Widows' Day
65/190	Trafficking in women and girls

66/130	Women and political participation
70/130	Violence against women migrant workers
70/131	Convention on the Elimination of All Forms of Discrimination against Women
70/132	Improvement of the situation of women and girls in rural areas
70/133	Follow-up to the Fourth World Conference on Women and full implementation of the Beijing Declaration and Platform for Action and the outcome of the twenty-third special session of the General Assembly
70/138	The girl child
70/176	Taking action against gender-related killing of women and girls

Economic and Social Council resolutions

1998/12	Conclusions of the Commission on the Status of Women on critical areas of concern identified in the Platform for Action of the Fourth World Conference on Women
2003/44	Agreed conclusions of the Commission on the Status of Women on women's participation in and access of women to the media, and information and communication technologies and their impact on and use as an instrument for the advancement and empowerment of women
2004/4	Review of Economic and Social Council agreed conclusions 1997/2 on mainstreaming the gender perspective into all policies and programmes in the United Nations system
2009/13	Future operation of the International Research and Training Institute for the Advancement of Women
2011/5	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to gender equality and the empowerment of women
2015/12	Mainstreaming a gender perspective into all policies and programmes in the United Nations system

Subprogramme 7
Subregional activities for development

General Assembly resolutions

61/51	Cooperation between the United Nations and the Southern African Development Community
61/234	Enhancing the role of the subregional offices of the Economic Commission for Africa

Economic and Social Council resolutions

2011/7	Progress in the implementation of General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system
2011/43	Support to the Republic of South Sudan

Economic Commission for Africa resolutions

828 (XXXII)	The Multinational Programming and Operational Centres: Strengthening the Economic Commission for Africa's subregional presence
830 (MFC 1 A)	Reform of the regional commissions: relationships between the Economic Commission for Africa, United Nations agencies and the regional and subregional organizations in Africa (resolution adopted by the Ministerial Follow-up Committee at its first meeting)
874 (XLIII)	Strengthening the subregional offices of the United Nations Economic Commission for Africa
849 (XL)	Statistics and statistical capacity-building in Africa

Subprogramme 8
Development planning and administration

Economic and Social Council resolutions

2011/13	African Institute for Economic Development and Planning

Economic Commission for Africa resolutions

799 (XXX)	Promoting human development in Africa
851 (XL)	African Institute for Economic Development and Planning
875 (XLIII)	Repositioning of the African Institute for Economic Development and Planning
908 (XLVI)	Refocusing and recalibrating the Economic Commission for Africa to support Africa's structural transformation

Subprogramme 9
Social development policy

General Assembly resolutions

64/134	Proclamation of 2010 as the International Year of Youth: Dialogue and Mutual Understanding
65/170	International migration and development

65/234	Follow-up to the International Conference on Population and Development beyond 2014
65/267	Organization of the High-level Meeting on Youth
65/312	Outcome document of the High-level Meeting of the General Assembly on Youth: Dialogue and Mutual Understanding
66/124	High-level Meeting of the General Assembly on the realization of the Millennium Development Goals and other internationally agreed development goals for persons with disabilities
68/134	Follow-up to the Second World Assembly on Ageing
68/135	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
70/127	Policies and programmes involving youth
70/128	Cooperatives in social development
70/147	Protection of migrants
70/210	Implementation of the outcome of the United Nations Conference on Human Settlements (Habitat II) and strengthening of the United Nations Human Settlements Programme (UN-Habitat)
S-21/2	Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development
S-24/2	Further initiatives for social development

Economic and Social Council resolutions

2001/42	Global campaign for poverty eradication
2004/48	Coordinated and integrated United Nations system approach to promoting rural development in developing countries, with due consideration to least developed countries, for poverty eradication and sustainable development
2007/27	Supplement to the World Programme of Action for Youth to the Year 2000 and Beyond
2015/3	Social dimensions of the New Partnership for Africa's Development

Economic Commission for Africa resolutions

748 (XXVIII)	Population, family and sustainable development
909 (XLVI)	Realizing and harnessing the demographic dividend in Africa